

Roupell Park

Resident Management Organisation Ltd

Working together to provide high quality homes
and create a fair, strong and sustainable community



Annual Report 2016/17



A message from the Chair



This has been another challenging but hugely successful year for RPRMO. It has been hard for residents and staff alike dealing with external major works going on across the estate but it will be worth it in the end once all the decoration work is complete and we start getting the place back to normal. The internal rectification works are still pending and we will ask that you give Lambeth and us your full cooperation when this gets on the way.

The first thing I want to say is a big thank you for the vote of confidence you gave us when you voted RPRMO to continue to manage the estate on your behalf. 96% of you supported us continuing to do so which is, I hope you will agree, a wonderful achievement.

Back in 2014 we agreed a business plan to take us through to March of 2017. I am pleased to say that we have now agreed a new plan to take us through to March 2020. This is likely to be the hardest three years that we have ever faced. The Government's decision to cut rents by 1% a year will probably mean that our annual allowances will reduce by 5% per year in 2018/19 and 2019/20. Maintaining our services will therefore be a huge challenge.

However, over the last 3 years we have worked hard to put our organisation in a strong financial position so that we built up our reserves and by making changes in the way we deliver services, increased our overall level of surplus. This will cushion us from some of the budgetary pressures we face but it is unlikely to protect us entirely. We may therefore need to make some hard choices over the next

couple of years but we will make sure that we closely involve all of our residents in that process.

On a more positive note as an organisation we have made huge strides over the last year. Apart from increasing our financial strength, we have also changed the way we deliver our services so that we can be much more responsive to your needs. We now have a single phone number (020 7926-0214) to handle all our calls and a dedicated customer services team to deal with all your enquiries directly. This means that our housing officers and repairs staff are free to concentrate on their core activities.

The past year has been dominated by the extensive works to the outside of most of the buildings on the estate. We pressed the Council to do the work as we knew that the condition of the concrete was deteriorating badly and was causing a health and safety risk to our residents. Despite our repeated requests to be allowed to do so the Council have been in charge of managing the project and, as we know, there have been a series of problems, including major delays to the completion of some of the blocks, major cost increases and subsequent omissions from the scope of the contract. Our staff have also had to devote a huge amount of time just to ensure that some of the basics were got right.

Despite the efforts of the Board and the staff, the problems with the works carried out inside tenants' homes remain. We continue to put pressure on the Council to reach an agreement with Wates, the contractor who did the work, to ensure that you get the homes you deserve.



Last year you may remember that Molly Sinclair was given the National Federation of Tenant Management Organisations "Good Neighbour" of the year award. This year we went one better and not only did Dave Worsfold, our community volunteer, get the award for "Good Neighbour" but we also received the award for "Outstanding Work" - with young people. In addition, our Estate Director, Simon Oelman, was elected to the National Executive board of the NFTMO. This keeps us firmly on track in achieving our aim of being a flagship TMO, not only in Lambeth but also nationwide.

Perhaps the most exciting work we have done over the last year is that we have made our community development programme even bigger and more successful. The Board place a huge emphasis on the need to bring the estate together as one community and to develop individuals to reach their full potential; with volunteering being recognised as of particular value to the organisation and to the individual. We have run another successful Fun Day, and have continued to hold regular homework clubs and football sessions. We have also run the biggest ever summer programme. In addition, we have also extended our programme to provide:

- Chair exercises for our senior residents,
- A youth forum, where our young people can tell us what they want on the estate,
- Classes to improve the level of computer literacy for people on the estate,
- A stay and play session for families with young children, managed by volunteers from the estate

We will continue to develop our programmes over the next year to reach out to even more people across the estate.

We have also started a games evening, on Wednesdays from 7pm - 8:30pm, in our effort to ease social isolation. Please feel free to join us.

Over the last year we have worked hard as a Board to improve our skills to allow us to run the estate on your behalf by attending a series of training events. At the same time if we are going to be more effective in delivering and monitoring our services we need more help from you. Purchasing a share - gives you the resident an opportunity to vote on how our estate is run and also allows you to join the board as a member. You may also want to become a block representative, making sure that the interests of your block is heard by the Board and the officers. If you are interested please talk to the office or contact me through the website.

Finally I would like to thank all my fellow Board members and the staff on the estate for their hard work over the year and I look forward to further success in the year ahead.

Mary Simpson
Chair of the Board
1 Sept2017.



Achievements

Over the last year we have continued to work through the business plan that ended in March 2017 to ensure that we delivered against the targets that we set. We successfully delivered against the vast majority of our targets or in some cases the Board agreed to defer them.

We have also:

- Worked together to successfully deliver an overwhelming positive outcome in our Continuation Ballot to ensure that RPRMO continues to work for you for the next 5 years.
 - Completed a new business plan through to April 2020. This will prepare us for the likely cuts in allowances paid by Lambeth over the period on the plan.
 - Delivered two workshops to the National Federation of TMO's annual conference as requested by the organisers.
 - Won two national awards at the NFTMO conference, one for 'Outstanding work—with young people' and the 'Good Neighbour award' for Dave Worsfold, our community volunteer.
 - Extended our community development programme and developed a wider strategy to deliver services through partnership.
 - Through excellent financial management, increased our reserves to protect us from any short term financial shocks and increased our level of surpluses to allow us to investigate installing a CCTV system for the estate.
 - Continued to expand the scope of our website and significantly increased our use of social media to establish partnerships across England.
 - Ran another successful Fun Day event with a much greater participation from estate volunteers.
 - Held a further series of Board Appraisals.
 - Completed out a review of policies and procedures.
- Continued to develop and expand our community development programme to benefit the whole of the Roupell Park Community. This included:
- ⇒ Successfully launched our youth forum so that young people can have an input into the way the Estate is run.
 - ⇒ Successfully increased the number of events run by residents, including our estate based stay and play sessions, a successful drama workshop for our children and yoga and chair exercises for older people.
 - ⇒ In Partnership with Morley College delivered IT courses for older people culminating in the participants receiving an accredited qualification.
 - ⇒ Ran a successful summer programme with more activities for everyone on the estate.
 - ⇒ Developed a bespoke Social Value Strategy with methodologies to fit our needs in measuring the benefits of our community development programme.
- Delivered excellent performance against our performance indicators.
 - Worked with Lambeth and Mears to ensure that they delivered what was important to the residents of the estate and to ensure that their voices were heard.
 - Delivered a wider range of training for Board members as assessed in their appraisals.
 - Amended our Rules and changed our name to Roupell Park Resident Management Organisation.
 - Completed all Board Appraisals and increased our training and development programme for all Board Members and staff.
 - Invested in training our staff to ensure they are equipped to deliver an even better service, even during a period of budget cuts.
 - Changed the way we are organised so we have a dedicated customer services team.
 - Continued support of vulnerable people on the estate by going the extra mile.

Performance

Performance has been disappointing particularly in relation to rent collection over the last year.

The table below sets out performance with those marked in red where we have either failed to meet the Lambeth standard or, where this does not exist, our own. Those marked in orange are where we have met the Lambeth standard but not our own and green where we have met targets.

The impact of Universal Credit is beginning to be felt and our two largest cases (both of whom are heading for eviction) are UC cases where payments have been made to the tenant but they have not paid us. Many tenants are also struggling to cope

with the uncertainty of working zero hour contracts where income and benefit entitlement can vary from week to week. Both these issues are likely to increase with the threat of an economic slowdown and of increasing consumer debt.

In relation to the time taken to relet our homes, we have on average made a property ready approximately 10 days. However there have been significant issues with getting nominations from Lambeth which has meant that our hard work has been wasted in many cases. In 2 cases it took 4 weeks to get a successful nomination from the Council.

Description	Lambeth Standard	Target 2016.17	Outturn 2016.17	Target 2017.18
Rent Collected as % of annual rent role	99.5	100	99.6	100
Value of Arrears	NA	£70,000	£76,743	70000
Current Arrears as % of rent role	NA	2.7	3	2.7
% Service Charge Collected	100.5	102	107.4	102
Average relet time	25 days	25	29.9	25
% gas services within 12 months of previous service	100	100	100	100
% satisfied with repairs	95	95	100	100
% repairs completed on time	97	98	100	100
% complaints dealt with on target	95	100	100	100
% tenancy checks completed	10	15	11.2	15

Taking pride - resident's vegetable garden



STAR Survey

Some of you may recall that late last year the Council carried out a STAR survey of all its residents. A summary of the outcome of that survey for Roupell Park is set out below.

Overall there has been a real improvement over the last 3 years. However in two areas, how we deal with Anti-social Behaviour and Complaints our performance has got worse. This confirms the findings of the survey we carried out last year.

As a result we have carried out a full review of the way we deal with these issues as it is clear that in both cases the number of residents who think they have made a complaint far exceeds those recorded in our records. We have therefore changed the way we both record and deal with these issues and will monitor our performance over the next year to ensure that it improves.

	2016	2013
Overall	76%	70%
Repairs	70%	64%
leaning and Grounds Maintenance	84.00%	NA
Resident Participation	66%	60%
Customer Services	76%	70%
ASB	59%	68.60%
Complaints	60%	63%

Financial Performance

The full audited accounts have been circulated and will be available at the AGM.

In summary for the last financial year, 2016/17, we received an allowance from the Council of £1,293,663. In addition we generated other income of £96,498 (up from £33,830 the previous year) a total income of £ 1,390,161.

We generated a surplus of £252,579 in 2016/17 as against a projected £51,995. This enabled us to increase our total level of reserves to £769,246, made up of a surplus fund (to be spent on estate improvements) of £481,501 and designated reserves of £287,745 or 18.3% of our annual allowance, increased from 14.6%.

Our strong financial position is crucial as we expect our allowances to be reduced over the next 2 years. Generating a healthy surplus will therefore help to protect us from having to make large larger cuts going forward.





Major Works

Over the last two years we have updated you about our efforts to get Lambeth Council to make good the unsatisfactory works carried out by Wates to tenants' kitchens, bathrooms and wiring.

We are both sad and angry to report that a year on we are no further forward in putting things right, although we do have yet another date, January 2018, when works are due to commence. We very much wish we could do more but we are very much in the hands of the Council and they do not seem to be making any progress in resolving the problem.

We will continue to update you as and when progress is made.

On a more positive note, no one can have failed to notice that the Council have been carrying out extensive works to the outside of most of the blocks on the estate.

The work has included -

- Repairing damaged concrete and brickwork
- Putting on new roof coverings where needed
- Upgrading the communal lighting
- Changing the balustrades to walkways, staircases and private balconies
- Redecorating communal areas
- Changing all the windows to Hyperion and the front and communal windows to Warnham.

The works were due to finish in September but are not now likely to be completed until November. This is because the amount and scope of the works are much bigger than was anticipated.

Of course this has also meant that the cost of the work has increased and this has had an effect on the service charges leaseholders have to pay. It has also meant that the Council have had to omit some of the works that they had originally intended to carry out. Most of the work is 'cosmetic' but none the less it still needs to be done. RPRMO will therefore carry out the work as part of our planned maintenance programme as we want to ensure that the works look finished.

We also know that the work has been hugely disruptive for everyone living on the estate, not only in terms of the noise and dirt, but also in the volume of cars and vans parked around the estate and the effect of your homes being scaffolded. The end is in sight and once the works are finished, the estate will be something we can all be proud of.





Our community coming together at the annual Fun Day 2017



Sylvia Faucher, Housing Officer

Caring for our vulnerable residents

At Roupell Park we pride ourselves in going that bit further to look after our vulnerable residents and in particular our older people. Sylvia, one of our officers, has a special role in this and this is a wonderful example of the work she has done with one resident. This is what she had to say.

“Mrs B and her husband lived on Roupell Park for 33 years. I knew the couple well, but after Mrs B's husband died she found it very difficult to manage on her own and I also noticed her health gradually deteriorating.

One day the district nurse caring for Mrs B, told me that Mrs B had mild dementia. As her Housing Officer I felt that it was important to visit Mrs B. to see what further assistance she needed.

When I visited her I discovered she has lost a lot of weight because she was not having regular meals. I also noticed that there was no food in her cupboards so I did some shopping for her and encouraged her to eat. I also decided to check on her on a regular basis.

On one of my visits, I noticed Mrs B was very unwell and I called the doctor for an appointment. I also raised my concerns with the district nurse that Mrs B was unable to cope alone at home and she needed a care plan, which was agreed. I was still continuing to check on Mrs B's welfare and arranged for a microwave to be bought by Roupell Park for the carer's to use.

Even though the care plan was in place I did not see any significant improvement in Mrs B's health. After another visit I was very worried about Mrs B who was suffering from chest pains and was unable to eat. She refused to go to hospital which was clearly what she needed, so I called the Doctor who, having listened to me, called an ambulance.

Mrs B was admitted to hospital and after tests she was found to have cancer.

I am very proud of the work I have done for Mrs B and hope that I have helped her. If Mrs B returns home I will continue to support her as long as she remains a resident on Roupell Park.”





Stefan Guatsve,
Housing Officer

Training our staff

RouPELL Park places a huge emphasis on the training of our staff. Stefan, one of our housing officers, has recently completed a two year training course to develop his career and to enable him to deliver an even better service. This is what he had to say.

“On 18th September 2015, I enrolled to do the Chartered Institute of Housing Diploma lasting 2 years. I wanted to get a better understanding of the housing sector, to enhance my knowledge and to create a fresh vision for the community within the housing sector. The course was offering a variety of modules that would help develop and prepare me for the future. I knew that this would be a challenge, balancing my home life, work and studies but this was something I really wanted to do and was really happy the RPRMO gave me the chance.

The first year was for a level 4 certificate and the last year for the level 5 Diploma and the course was taught in a series of modules each of which built on the knowledge I learned from the previous one.

The modules that I had to study were -

- **Housing Policy**
- **Housing Law**
- **Housing Management**
- **Need, Demand & Supply**
- **Housing Economics and Finance**
- **Managing People**
- **Professional practice**
- **Leadership & Management**
- **Ethical Practice**
- **Managing Relationships**
- **Housing in Context**

Each one of these modules gave me a better understanding about how the housing sector operates and to enhance my knowledge within all areas of work, for example how a business plan is created.

This included looking at -

- An organisations strengths, weaknesses, opportunities and threats
- Performance
- Ensuring that targets are specific, measurable, attainable, realistic and timely
- Value for Money
- Looking at the political, economic, social, technological, legislative and ethical context in which an organisation works.

This has helped me to understand RPRMO's business plan and to ensure that I am able to help in delivering the Board's vision for the organisation.

My course has also improved my knowledge of the law within the housing sector, how policies can change an organization, how to get staff to work effectively and that economic and finance management is a key part to a business to keep the organization running effectively and successfully for the present and the future.

All the other modules have a part to play but what I expect to get back from this course is to have a creative mind so I can help RPRMO become the flagship organisation that the Board wants.”

Youth Forum outing



Growing our community

One of our proudest achievements this year is the expansion of our community programme and particularly in relation to young people.

Our strategy has been to build our engagement with young people slowly. We have therefore worked with the young people who have been regularly attending Friday football sessions and the after-school club, to launch the Roupell Youth Forum, in March 2017. The Forum has been holding monthly meetings in which they discuss their own programme of activities and outings whilst managing their own budget. We now have 25 young people as part of the Forum and the group's Chair, Oroh, has also been selected to be a Lambeth youth representative. This is part of our ambition to provide our young people with experiences and opportunities beyond the boundaries of the Roupell Park Estate. Youth Forum members also came to a Board meeting to give their views first hand and help set priorities for the future.

The after-school club which was set up in 2015 is continuing to be a great success. Club sessions take place twice a week in our community centre, providing free tuition and support in English, maths and science. The club is in its third year and has been going from strength to strength. Parents report a noted improvement in their children's school attainment and increased confidence levels. Some children continue with the 1-2-1 support offered, even after they have 'outgrown' the sessions. Some children have said that the sessions have raised their aspirations and that they are now considering further education after secondary school, or that potential career paths have opened up as a result.

The most popular activity remains football. On 1 April, we changed provider from Millwall FC to Fulham FC. Although the sessions with Millwall were very popular and well attended, and the quality of coaching exceptional, the sessions failed to engage with older children and did not deliver the added value we had hoped for. Fulham FC offered a more competitive package and

attendance has gone up and more, older children are participating. Immediately following the Fun Day, we began running a five-week summer programme with organised activities for all age groups which we were able to expand because we got grant funding of £11,200 from Lambeth to fund the cost of all Summer Camp activities such as ice skating, go-karting and paintballing. The activities were oversubscribed and it resulted in tears at times when young people had to be turned down but also big smiles after a long, happy day for those who had made it. The programme also ensured that the most popular activities of last year, such as some of the outings, were well represented again this year: Joss Bay for the under-5s, Eastbourne for older people and Southend on Sea, for all. Football sessions have been running on Thursdays as well as Fridays, The Royal Navy has delivered interactive activities and they will continue to support our programme. When we add to this the stay and play sessions and singing workshops, we can say that the programme definitely catered for a wide range of interests. More activities this year took place off the estate in various locations to expand the experiences to a wider audience.

Throughout the year we have been working with our older residents, who as well as the coffee morning group, on Tuesdays, have been attending chair yoga sessions and some residents acquired an IT qualification earlier in the spring.

Many of our activities have been delivered by a range of partner organisations with whom we work closely. In particular, the stay and play sessions, which have been taking place on a weekly basis, in our community centre, have been closely supported by Treehouse Nursery; our after school partners CEF Lyncx have been instrumental in the development of the Youth Forum and delivering the Summer Programme. Volunteers have also played a key role in running the new social games club evening on Wednesdays, and Morley College have delivered a series of IT sessions at our community centre.



Acrobat show



Raffle winners



Ruth-Ellen



Family fun



Tony enjoying the barbecue food



Football tournament winners with Cllr Garden

The Fun Day 2017

We had another great event this year, on the 1st July.

The organisation of the event started many months before it happened and the event itself was a reflection of our community development programme based on partnership: the 6-a-side football tournament, run by Fulham FC, attracted a pool of over 50 young players whose only complaint at the end of the day is that it should have lasted much longer.

As in previous years, the BBQ did not disappoint and along with homemade cakes, drinks, popcorn and Molly's tea corner a few residents commented that it could have been a food festival.

The stage was even more vibrant this year. The African drummers provided an exciting acrobatic performance which drew an appreciative audience and a few of the younger children were encouraged to join in. The mask show was performed by young people from the estate who were preparing for this show for many weeks ahead of the event at the new drama group. The Youth Forum members devised a music play list and attracted young dancers and future party goers onto the stage. All this was topped by a live performance of our young resident star singer and song writer Ruth-Ellen.

On the other hand, quite a few residents had a chance to relax with a beauty treatment or neck and hand massage with our partners Morley College. Elderly residents generally placed themselves in the proximity of Molly's cake stand. Younger children enjoyed games and magical bubbles and net throwing, as well as jumping on the bouncy castle.

The Mayor, Councillor Marcia Cameron and Councillor Adrian Garden gave out raffle prizes as well as the football tournament medals. The Mayor commented that it was one of the best community events she's ever attended. We also rewarded our community volunteers Ephragie Sangie, Cammelia Weathers and Anne Wilkinson, who were congratulated for their contribution in running our estate community sessions. Our veteran volunteers Molly and Dave were also thanked for their ongoing support over the years.

Our contractors: Mears, PCM, P&R, Sainsbury's Express, Pinnacle, Mitie, Cosy Seal and SRS Window made generous contributions towards the raffle prizes and the top prizes were particularly exhilarating. It was noted that a much greater pool of volunteers took part this year which ensured a much smoother running of the event and made the event more enjoyable for members of staff. We would like to thank all those who have helped on the day and also, the Events Committee for steering the event in the right direction.

Objectives for 2017/18

Over the next year we will continue to plan the next stage of RPRMOs development, examining how we can take greater control of the way in which we run and pay for services as well as developing wider partnerships to share costs and bring in new income. Over the next year we will -

- ✓ Input into the review of how TMO allowances in Lambeth are set to make sure that RPRMO's interests are protected.
- ✓ Use our business plan to enable us to deal with the financial challenges we face if our allowances reduce.
- ✓ Continue to look at the way we are organised and deliver services at a time when our income is falling.
- ✓ Selling additional services to our residents such as a handyman service, doing repairs for leaseholders and managing leasehold properties let out to others.
- ✓ Deliver first year targets included in our new business plan.
- ✓ Commence stock option assessment to determine how best to manage the homes on the Roupell Park estate in the future.
- ✓ Continue to put pressure on Lambeth to ensure that the remedial works are carried out to the inside of our tenants homes.
- ✓ Work closely with Lambeth to ensure that the external repairs programme is completed to the required standards.
- ✓ Support leaseholders in any challenge they wish to make about the level of major repairs service charges.
- ✓ Hit our performance targets to demonstrate our competence as a housing organisation.
- ✓ Build on the successes of our community development programme based on partnership delivery.



Aiming high

- ✓ Work to increase the number of young people involved in the running of their estate through the youth forum.
- ✓ Work to increase the number of young people involved in the running of their estate.
- ✓ Work on ways to involve more residents in monitoring our services.
- ✓ Work with residents to plan how to spend surpluses in the future.
- ✓ Continue to recruit new Board members to RPRMO with the necessary skills sets to ensure our performance continues to improve.
- ✓ To ensure our residents are more closely involved in the decisions that affect their lives and are kept better informed.
- ✓ Continue to train our staff and board members and look to expand this to some residents who have an interest in the running of our estate.
- ✓ Work closely with the different nationalities/communities on our estate, allowing everyone to be heard.